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PROGRAMME PLANNING AND IMPLEMENTATION

Country, intercountry and global programmes

FIFTH COUNTRY PROGRAMME FOR THE LIBYAN ARAB JAMAHIRIYA

Programme period	Resources	$
January 1993-December 1996	Net IPF	2 410 000
	Estimated cost-sharing	38 000 000
	Total	40 410 000

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I. DEVELOPMENT SITUATION, OBJECTIVES AND STRATEGIES

A. Current socio-economic situation

1. Developments in the international oil market over the last 20 years have had a substantial impact on the economy of the Libyan Arab Jamahiriya, generating substantial revenues which facilitated significant socio-economic progress. These revenues of the 1970s and early 1980s were directed towards large-scale development programmes focusing on such basic infrastructure as housing, utilities and transportation and such essential services as education, health and social security.

2. Despite the deterioration in international oil prices since the early 1980s, the gross national product (GNP) at current prices increased from over $27 billion in 1985 to approximately $28 billion in 1990 - an annual growth rate of 1 per cent. Taking population growth into account, net per capita income has fallen from $7,414 to $5,787 per annum during the same period. Spread over a total area of 1,775,000 square kilometres, the country's population has increased by 1.1 million, from an estimated 3.7 million in 1985 to an estimated 4.8 million in 1990 - an increase partly attributable to the immigration of 408,800 non-Libyans over the same period.

3. The expansion of Libya's non-oil export base generated exports in the amount of $210 million in 1991, 38.5 per cent of which were agricultural, 39.2 per cent industrial and 12.3 per cent from fisheries. These sectors expanded considerably over the last decade. In industry, diversification of the export base remains the main objective; this sector includes the production of textiles, leather, wool, paper, building materials, petrochemicals and minerals. In agriculture, wheat and barley are the main crops, followed by vegetables; in 1991, overall agricultural production expanded with the exception of wheat, as did the area of irrigated land, which was estimated at 470,000 hectares. Further developments are expected with the construction of the Great Man-Made River, under way since 1984, which is to carry water from the southern to the coastal areas for utilization in agriculture and industry and as drinking water.

4. Social services have expanded considerably. Student enrolment at all levels of education rose from 1.2 million during the 1985/86 academic year to just over 1.5 million in the 1991/92 year, representing an annual growth rate of 4.2 per cent. Over 80 per cent of all classroom facilities and schoolteachers are in basic education. In health services, the number of hospital beds per 1,000 persons has risen from 4.5 beds in 1985 to 5.3 beds in 1990. Equally notable improvements took place in development of utilities and basic infrastructure. Per capita consumption of electrical power, for example, went up from 337 kilowatts per hour in 1970 to 1,959 kilowatts per hour in 1990. Telephone service also improved, with coverage expanding from 7.2 telephones per 100 persons in 1985 to 8.6 telephones per 100 persons in 1990.

5. There has been a strong emphasis on the need to incorporate women in all stages of development, particularly in education and in the workforce. University enrolment is shared equally between men and women and girls are well represented at all levels of the school system. Despite solid advocacy by national authorities of greater participation of women in the workforce, equal-

opportunity legislation remains unenforced and women constitute less that 17 per cent of the total workforce.

6. Although the country's ranking in the human development index (HDI) dropped between 1990 and 1991, it improved in 1992 and the country is committed to advances in human development.

7. The major environmental concerns are desertification, industrial pollution and, in coastal areas, salination of aquifers due to over-consumption of available reserves.

B. National development objectives and strategies

8. Anticipating a gradual depletion of its oil reserves, the Government has embarked on a development path which will lead to a more diversified national economic base. The framework for this development strategy is the Comprehensive Mobilization Plan (CMP), which covers the 1991-2000 period and seeks to define the necessary conditions for increased economic self-reliance and more dynamic growth.

9. The main strategy of the CMP for the next 10 years is to generate the necessary economic surplus to finance a balanced, diversified economy so that oil exports do not constitute the sole source of development and growth. This strategy includes diversification in industry and agriculture and encouragement of private initiatives in production and trade. It also requires an effective policy to upgrade the potential of national human resources and a comprehensive plan of action to maintain and rehabilitate the capital assets accumulated over the past 20 years.

10. Within these broad objectives and strategies, the CMP sets out policies and sectoral priorities. Among the most important sectoral priorities are the following:

(a) Industry. To ensure optimal efficiency in the utilization of productive units constructed during the last two decades; to diversify exports, possibly through the expansion of industries based on hydrocarbon and non-metallic raw materials; and to enable industries to absorb and apply modern scientific and technological know-how through such mechanisms as better education and training programmes;

(b) Agriculture. To maximize food production to ensure food security in basic commodities; and to link agricultural production to industry via processing of agricultural products;

(c) Education and scientific research. To develop scientific and technological research to establish a technological base capable of selecting and developing appropriate know-how; and

(d) Housing. To construct 40,000 housing units annually during this decade in order to maintain the current average of 1.2 families per housing unit; to reduce housing costs through various means, including local production of building materials; and to upgrade the efficiency of national contractors.

II. EXTERNAL COOPERATION

A. Role of external cooperation

11. Technical cooperation with organizations of the United Nations system remains one of the few options available to Libya outside of commercial avenues. In view of the relatively high per capita income of Libya, this cooperation is almost entirely nationally financed. During the fourth cycle (1988-1992), total expenditure through cost-sharing and the indicative planning figure (IPF) was estimated at $11 million and through funds-in-trust at $90 million. Funds-in-trust projects executed by United Nations system organizations currently cover industry, agriculture, physical planning, civil aviation and cultural heritage. With few exceptions, these projects provide direct support services and assist in the operational activities of the respective sectors.

12. Given its neutrality and impartiality, UNDP is well placed to support national development efforts. Its significant field presence enables it to mobilize the substantive capacity of the specialized agencies of the United Nations system and to provide direct access to an extensive range and choice of services through its global, interregional and regional programmes. Throughout, its services will be used within the framework of the country programme as a complementary tool to national economic planning, making appropriate provision for broader participation and financing.

13. With the fifth country programme in place as a frame of reference for United Nations operational activities in the Libyan Arab Jamahiriya, and with the establishment of a sound coordination mechanism (as detailed below), there will be a natural role for various modalities of project execution, including the extension of direct operational assistance by specialized agencies through funds-in-trust agreements.

B. Coordination arrangements

14. The national response to the need for a coordinating authority was given in the General People's Committee Decision No. 589 of 21 September 1988, in which an Office for Coordination and Follow-up of International Cooperation Activities (OFC) was established. An oversight responsibility has also been assigned to the Foreign Bureau's Directorate for United Nations and International Organizations (DIO). Under the jurisdiction of the Bureau for Foreign Liaison, the DIO and the OFC constitute the central coordinating mechanism of technical cooperation between the United Nations and the Government.

15. The OFC, in close collaboration with the Secretariat of Planning, is the counterpart of UNDP and is directly involved in all project and programme details. For the past four years, the OFC has strengthened its coordinating capacity in assigning representatives to each sector, constituting a network of focal points through which technical cooperation activities are channelled. With UNDP support, further progress is anticipated and the OFC will provide more effective coordination mechanisms during the fifth cycle. The lack of such coordination by a strong central authority caused a considerable degree of inefficiency and overlapping of activities during the fourth cycle. During the fifth cycle, UNDP will work more closely with the OFC to ensure periodic

consultations and constant information sharing. In addition, UNDP support in institution-building will be provided to the Office in order to strengthen its capacity and enhance its performance in coordination.

III. THE COUNTRY PROGRAMME

A. Assessment of ongoing country programme

16. The mid-term review of the fourth country programme indicated that certain key elements are essential for project success. These include a clear and comprehensive sectoral strategy, the timely commitment of adequate financial resources, the full participation of national authorities in programme management and the availability of suitably qualified national counterparts. Close monitoring of projects by the strengthened national coordinating authority, with the assistance of UNDP, will be further systemized to ensure the presence of these factors.

17. The mid-term review highlighted some problems which reduced effectiveness of the fourth country programme. Projects carried forward from the previous cycle lacked coherence and complementarity. The general quality of project design was weak, paying little attention to the issues of capacity-building and sustainability. These omissions were compounded by a perceived rapid turnover of national staff resulting from transfers of administrative units and decentralization initiatives. Such shortcomings have been increasingly addressed during the fourth country programme, particularly the greater reliance on national expertise, where available.

18. During the fourth country programme, projects achieved significant results in such sectors as telecommunications, fisheries and development planning. In the agricultural sector, for example, a project dealing with screwworm control was very successful and generated a sizeable fund-in-trust programme in which many countries participated. However, delays in payment of cost-sharing and lack of coordination have hampered the execution of many other projects. Hence, overall impact from fourth cycle technical cooperation activities can be characterized as modest.

19. In one fourth cycle project national execution was used. While this experience shows promise, future similar projects will be successful only if government officials and other nationals are trained and willing to assume full responsibility.

20. Given Libya's net contributor status, approximately 90 per cent of the programme was financed through government cost-sharing. Delays in releasing these funds, however, hampered the satisfactory achievement of objectives. The programme cost-sharing modality would greatly facilitate efficient programme development and management and implementation of this modality will be duly considered by the concerned authorities.

21. The proliferation of funds-in-trust projects during the fourth cycle resulted in technical cooperation activities valued at approximately $90 million. The mid-term review indicated that these projects provided direct support services, with limited impact in terms of long-term capacity-building,

human resources development or adoption of appropriate technologies. More effective coordination of all United Nations activities, in line with expressed national goals, will be carried out by the Government with the support of UNDP.

B. Proposals for UNDP cooperation

1. Preparatory process

22. The process began with sectoral reviews conducted in June and July of 1990, followed by the mid-term review of the fourth country programme in October 1990. Lessons from the implementation of the fourth programme have been taken into account in formulation of the fifth programme. The UNDP advisory note served as a basis for discussion for national authorities and other United Nations agencies to determine potential sources of technical cooperation and propose well-focused priority areas of cooperation.

23. A series of consultative meetings organized by the national coordinating authority and the Secretariat of Planning the Economy, with the assistance of UNDP, contributed considerably to the cross-sectoral coordination and coherence of the proposed programmes. The process culminated with an interministerial meeting convened by the coordinating authority with representatives of all national sectors and major United Nations system organizations. At this meeting the goals and strategies for the fifth country programme were agreed upon.

2. Strategy for UNDP cooperation

24. Considering its neutrality, multisectoral mandate, global access to know-how and absence of commercial interest, UNDP is considered an important partner in carrying out a coherent programme for national capacity-building. In addition, this conforms to UNDP mandates contained in General Assembly resolution 44/211 of 22 December 1989 and Governing Council decision 90/34 of 25 June 1990.

25. Given the Government's aim to reduce reliance on energy sources and to create sustainable economic growth in other sectors, UNDP cooperation in the fifth cycle will continue to provide cost-effective services; move from a project focus to a programme approach linked to development of a clear policy framework and management capacities; ensure that programmes build national capacity and manage national institutions; and improve the coordination of technical cooperation in the country. This strategy also implies that UNDP will play a significant role in supporting national efforts to design and implement an integrated human resources development plan and to manage the economy more effectively.

26. While almost all financial resources necessary for the fifth country programme will be provided by the Government, modest IPF funding will be used as seed money for the development of new programmes. During the fifth programming cycle, projects executed by United Nations system organizations under the funds-in-trust modality will adhere to the country programme framework and guidelines as set out by the central authorities, in conjunction with UNDP, to support national developmental endeavours.

3. Proposed UNDP cooperation in selected areas of concentration

27. Guided by the national objectives set out in the CMP to address the development priorities identified by the sectoral authorities, the UNDP programme of technical support will be extended in the following areas of concentration: (a) human resources development and capacity-building; (b) economic diversification; (c) rehabilitation and maintenance of capital assets; (d) management of the environment; and (e) scientific research and transfer of technology.

Human resources development and capacity-building

28. National objective. This cross-sectoral concern has been identified as a crucial determinant of the viability of long-term, self-reliant national management of development strategies. The CMP attributes the lack of achievement of development objectives in various sectors partly to the lack of qualified technical and managerial personnel, recognizing that the country remains largely dependent on external expertise and expatriate labour. This has given impetus to the elaboration, at the national level, of guidelines for a human resources development strategy within each sector.

29. The national policy seeks to raise labour productivity via enhanced education and vocational training systems and upgrade existing managerial capacity. This will ensure the prerequisite of sound and independent national decision-making. Such a policy implies a rationalization of the national labour supply in line with qualitative and quantitative criteria. The former necessitates a reassessment of current and future needs of skilled professionals and technicians. The latter will involve a redeployment of labour across sectors, from service and public administration, for example, to other productive sectors, as well as the encouragement of greater participation of women in the workforce.

30. Proposed UNDP cooperation. The contribution of UNDP to the national effort in this regard will be to provide assistance for the consolidation of a comprehensive strategy facilitating policy formulation and implementation. The promotion of national capacity-building will include a continued emphasis on close liaison and information sharing with counterparts, particularly the national coordinating authority. This will enable the joint monitoring of individual projects within the programme framework to ensure the incorporation of a human resources component in each development objective.

31. Specific programme areas have been identified. They include: re-evaluation of the existing national education system; reassessment of current vocational training policies and their application, including the development of a blueprint for a pilot vocational training centre catering to industrial maintenance needs and "training of trainers"; development of incentive schemes to encourage national professional participation in such sectors as health and in such critical projects as institution-building of key institutions; and elaboration of a model income-generation project for female heads-of-household currently dependent on State social security and marginalized in the workforce.

32. The indicators of success will be: (a) a reduced dependency on longer-term expatriate labour as measured by the ratio of foreign-to-indigenous labour,

broken down by sector; (b) an increased number of higher-skilled trainees graduating from more competitive vocational schools; (c) an improved ratio of skilled-to-unskilled labour per industry in accordance with identified manpower needs; and (d) increased participation of women in the workforce.

33. Complementary assistance in the field of human resources development in the Libyan Arab Jamahiriya will continue to be provided under two trust-fund projects: one executed by the United Nations Centre for Human Settlements (UNCHS), intended to increase the availability of Libyan technical and professional manpower in the fields of urban planning and planning administration; the other related to the Great Man-Made River project in which extensive local training for engineers, technicians and operators is being undertaken by the United Nations Educational, Scientific and Cultural Organization (UNESCO).

Economic diversification

34. National objectives. As a complement to the emphasis on human resources development, an overarching concern for all the development sectors is the mobilization of natural and financial resources to attain a more diversified economic base. The CMP states the case for reduced dependency on oil both in terms of the need for alternative sources of development funding and as a means of becoming more economically self-sufficient. This will result in greater economic choice in both consumption and production. The reallocation of industrial and agricultural resources is in line with comparative advantage and will promote greater economic growth and enable production surpluses to accrue.

35. Diversification will lead to a reduced burden on direct government provision/management. Thus, recent (1988-1991) legislation pertaining to economic activity in the country provides detailed guidelines for the transition from public to "group" or joint ownership. Private-sector initiatives are to be encouraged with a view to strengthening the individual's contribution to national production and output.

36. Proposed UNDP cooperation. UNDP assistance will be provided in the following areas:

(a) Strengthening economic management. Sound diversification entails the development of a committed managerial strata, capable of redirecting sectoral production in line with cost-efficiency principles and increasing the share of local goods and services in meeting national consumption and production needs. Implicit in this approach is a reconsideration of alternative execution modalities, particularly the division of labour between foreign and national entities and strengthening small- and medium-scale industries, including handicrafts. Key sectors have identified concerns to be addressed through multilateral efforts. In agriculture, for example, technical expertise is needed to assess the feasibility of storage, processing and marketing of surplus production, both at home and abroad. In public sector management, UNDP assistance will include an assessment of national requirements for improved management and policy advice on most appropriate methods to improve public administration. UNDP support will be crucial and the knowledge and experience channelled through its Management Development Programme (MDP) will be particularly relevant. Technical cooperation in statistics will be pursued to

improve the availability and processing of data necessary for economic management.

(b) Supporting private initiatives. The CMP and consequent legislative frameworks lend considerable support to "partnerships" and non-public patterns of ownership by using such incentives as credit facilities and tax exemptions. Assistance will be needed to create an environment conducive to risk-taking, via the provision of training in establishing and managing productive enterprises, market definition and development and sharpening of entrepreneurial skills. Certain sectors can benefit from specific consultancies and regional experience. The housing sector, for example, has advocated the adoption of strategies encouraging, inter alia, private design and construction of personal dwellings, greater non-public investment in real estate and promotion of the production of low-cost building materials and using local materials.

37. The main indicators of success will be: (a) increased volume and diversification of non-oil exports; (b) accelerated rate and improved quality of substitution of imported goods and services by domestic products; and (c) proliferation of substantive, non-public units and patterns of ownership.

38. Complementary assistance to government efforts to diversify the resource base will be provided by active participation by the Government in the Aquaculture Development in the Mediterranean (MEDRAP) project, which promotes networking for better utilization of Mediterranean fish resources, and through a Food and Agriculture Organization of the United Nations (FAO) trust-fund project, support to veterinary services, which aims to increase national animal production through control of livestock and poultry diseases.

Rehabilitation and maintenance of capital assets

39. National objectives. Throughout the 1970s and 1980s, $80 billion was invested in national capital formation. By the mid-1980s these investments were in urgent need of maintenance servicing, which remained unrealized as new expenditures were channelled instead to fresh investments. The problem was exacerbated by the fall in total national investments in the late 1980s. The subsequent deterioration of capital assets led to the identification of rehabilitation and maintenance as one of the highest national priorities for the next 10 years.

40. This depreciation of capital assets contributed to the inefficient operation of plants and utilities with a marked under-utilization of productive capacity. During the late 1980s fewer than half of the industrial plants operated at more than 60 per cent of productive capacity. Preventive maintenance has not been adequately carried out, while standard maintenance is carried out mainly by expatriate companies. There is an urgent need, in all sectors, to raise the technical awareness of managers and operators in cost-efficient operation and maintenance. This need should be addressed through extensive strategies and programmes of action.

41. Proposed UNDP cooperation. UNDP will be involved at two levels. A series of workshops on preventive maintenance will be conducted in coordination with specialized United Nations agencies and directed at middle to top management. Examples of international efforts that address specific sectoral concerns will

be highlighted to illustrate corrective measures and their impact on sustainable capacity-building. A second area of activity will be the articulation and technical implementation of comprehensive maintenance strategies and action plans, ensuring the inclusion of national training components.

42. Proposed programmes of maintenance and rehabilitation will address such needs as renewal of existing transport and communication networks; upkeep of equipment procured in the agricultural sector for veterinary and irrigation services; architectural preservation techniques for cultural heritage; and extensive coverage of power facilities, industrial plants and complexes to arrest or reverse rapid capital depreciation.

43. Success indicators will be gauged by the level of participation in workshops, by the subsequent sectoral requests for targeted needs assessments and by the expanded allocation of investments to these areas. Ultimately, a move towards an optimal utilization of existing infrastructure will constitute a measure of success.

44. Eight United Nations Industrial Development Organization (UNIDO) trust-fund projects provide direct support to the industrial sector and include components addressing maintenance concerns.

Management of the environment

45. National objectives. The Government is fully aware of the environmental cost of rapid socio-economic development and is committed to the formulation of a comprehensive national strategy for the conservation and protection of the country's scarce natural resources. There is an urgent need for improved implementation of current policies and legal guidelines, as well as for the development of overall conservation strategies. These efforts will rely on the ability of the Government to promote public environmental awareness and introduce environmental management as an integral component of each development activity.

46. In addition to the above-mentioned macro-level concerns, various sectoral authorities have also identified specific areas where environmental concerns need to be addressed on a priority basis and in the context of multilateral technical cooperation. These include the control of maritime pollution and the need to remedy the problems of water salinity and water-pipe corrosion in order to make cost-efficient use of scarce water resources for irrigation of agricultural lands. The misuse of grazing lands, which exacerbates desertification, especially in the south-western regions of the country, and the control of industrial pollution, particularly related to iron, steel, chemical and petrochemical production, are additional concerns.

47. Proposed UNDP cooperation. The UNDP contribution to date has been to support national efforts to identify the need for and means of institutionalizing environmental protection. Providing managerial and technical support to the national authorities will revolve around three main areas:

(a) Formulation of a national strategy and compilation of detailed statistical reports on the current state of the environment in each development

sector, and the subsequent formulation of policies and legislation, as appropriate;

(b) Initiation of extensive training programmes for national engineers, technicians and specialists in various fields to ensure the availability of necessary technical and managerial capacities in the institutions responsible for safeguarding the natural resource base;

(c) Promotion of public environmental information and awareness campaigns, to be directed to all socio-economic strata via such channels as the media, schools and non-governmental organizations (NGOs) and supported by seminars, exhibitions and widespread advertising and audio-visual presentations.

48. UNDP inputs will also include assisting the Government in establishing linkages with global, regional and subregional programmes in information sharing and joint research, monitoring and action programmes.

49. The principal indicators of success will be the formulation of a comprehensive environmental strategy enjoying strong political support, coordinated and implemented by a well-established national body with clear responsibilities set out in accordance with effective legislative and policy guidelines.

50. Complementary assistance in the field of the environment includes such technical cooperation activities as a sand-dune stabilization project, which promotes exchange of information and expertise in this field, as well as a project of the Mediterranean Environmental Technical Assistance Programme (METAP) which addresses environmental concerns and facilitates cooperation at the regional level. Additional complementary resources includes the services of the Centre for Environment and Development in the Arab Region and Europe (CEDARE), as well as the resources of the newly launched Capacity 21 programme.

Scientific research and transfer of technology

51. National objectives. High priority continues to be assigned to the strengthening of scientific research and the application of advanced technology to the developmental needs of the economy in order to foster sustainable, long-term growth. The adoption of appropriate, cost-efficient technologies compatible with the economy's absorptive capacity and environmental concerns will follow.

52. These priorities constitute a range of areas where enhanced technical knowledge and practical access to modern scientific methodologies will advance sectoral development significantly. Among these priorities, particular attention will be given to the following sectors:

(a) Education, introducing appropriate computer technology and the use of simple data systems into basic curricula;

(b) Industry, elaborating a programme of scientific research in the acquisition and cataloguing of information on industrial licensing and patent rights;

(c) Infrastructure, strengthening automated reference centres to consolidate information and facilitate cost-efficient research in the fields of electricity, water and telecommunications systems.

53. Proposed UNDP cooperation. UNDP will support these objectives in selected areas identified within the framework of the fifth programming cycle. To this end, the Government and UNDP will agree on the inclusion, in projects formulated in the framework of the other areas of concentration, on the requirements for scientific research and/or transfer and adoption of appropriate technology as necessary for the achievement of the desired results. An underlying priority will be the dissemination of scientific information to end-users of technology, particularly private enterprises.

54. The indicators of success expected from UNDP cooperation will be measured by the degree of the application of cost/benefit analysis to the transfer of appropriate technology in UNDP projects in the other areas. More directly, the increased reliance on such automated techniques as the utilization of management information systems in decision-making at the sectoral level will indicate the success of endeavours.

55. In this area of concentration, FAO is currently supporting national efforts to strengthen the Agricultural Research Centre through a trust-fund project in the amount of $2.7 million. This project seeks to assist national authorities in achieving broad objectives of self-sufficiency in food production through applied agricultural research and improved technology on farms.

C. Assistance outside the main areas of concentration of the country programme

56. Six large-scale projects representing a total budgetary allocation of $13.3 million will be carried forward from the fourth cycle, all clearly falling within the national priorities and aims articulated to the fifth country programme. Greater effort will be made to strengthen existing linkages and, where feasible, to establish new ones between the ongoing and the proposed fifth cycle activities and UNDP regional and interregional programmes.

D. Implementation and management arrangements

57. The fifth country programme will be managed jointly with the national coordinating authority - the OFC - and in close collaboration with the Secretariat of Planning the Economy. A mid-term review of the programme is scheduled for mid-1995, during which all activities will be reviewed and any adjustments made.

58. During implementation, due consideration will be given to an increased reliance, where feasible and appropriate, on national professional project personnel complemented by short- and medium-term external expertise, United Nations Volunteers and United Nations regional consultants. Great attention will be given to technical cooperation among developing countries (TCDC) in UNDP-implemented projects and programmes. At the national level, broader

sensitization to the comparative advantage of these modalities is envisaged with the support of the UNDP Special Unit for TCDC.

59. Opportunities for the utilization of national execution will be thoroughly explored. Decisions as to the use of this modality will be made on a case-by-case basis pending the full development of a national capacity to implement United Nations programmes and projects. Special training programmes and workshops will be organized as parallel activities throughout the fifth country programme to accelerate national execution.

60. Financing through programme cost-sharing rather than project cost-sharing will be duly considered, as this will contribute positively to the timely and effective implementation of the country programme. This will also facilitate the gradual introduction of the programme approach in order to coordinate United Nations activities in the country more effectively and further strengthen sustainable national capacities.

Annex I

FINANCIAL SUMMARY

I. ESTIMATED RESOURCES (IPF + cost-sharing) TAKEN INTO ACCOUNT FOR PROGRAMMING

	(Thousands of dollars)	
Carry-over from fourth cycle IPF	1 670	
Fifth cycle IPF	954	
Estimated expenditures in 1992	(214)	
Subtotal IPF		2 410
Project cost-sharing (Government)		
Carry-over from fourth cycle	8 000	
Estimated fifth cycle	30 000	
Project cost-sharing (third party)	-	
Programme cost-sharing	-	
Subtotal cost-sharing		38 000
TOTAL		40 410

II. ALLOCATION OF RESOURCES (IPF + cost-sharing) BY AREA OF CONCENTRATION

Area of concentration	Thousands of dollars			Percentage of total resources
	IPF	Cost-sharing	Total	
Human resources development and capacity-building	723	11 400	12 123	30
Economic diversification	603	9 500	10 103	25
Rehabilitation and maintenance of capital assets	482	7 600	8 082	20
Management of the environment	120	1 900	2 020	5
Scientific research and transfer of technology	362	5 700	6 062	15
Subtotal	2 290	36 100	38 390	95
Unprogrammed reserve	120	1 900	2 020	5
TOTAL	2 410	38 000	40 410	100

III. COMPLEMENTARY ASSISTANCE FROM OTHER SOURCES USED IN AREAS OF CONCENTRATION

(Thousands of dollars)

A.	UNDP-administered funds	
	SPR a/	150
	UNCDF	-
	UNSO	-
	UNIFEM	-
	UNRFNRE	-
	UNFSTD	-
	Subtotal	150
B.	Other United Nations resources	
	JCGP participating agencies	
	UNFPA	-
	UNICEF	-
	WFP	-
	IFAD	-
	Other United Nations agencies (non-UNDP financed)	-
	Global Environment Facility b/	-
	Subtotal	-
	Total non-core and other United Nations resources	-
C.	Non-United Nations resources	-
	TOTAL	150

a/ Include only SPR-finances, country-specific commitments.

b/ Administered jointly with the World Bank.

Annex II

PROGRAMME MATRIX a/

	Area of concentration	Area of focus					
		Poverty eradication and grass-roots participation in development	Environment and natural resource management	Management development	TCDC	Transfer and adaptation of technology	WID
I.	HUMAN RESOURCES DEVELOPMENT AND CAPACITY-BUILDING						
	Policy/strategy formulation			*			*
	National education system		*	*		*	*
	Illiteracy elimination	*	*				*
	Vocational training	*				*	*
II.	ECONOMIC DIVERSIFICATION						
	Management of economy		*	*			
	Private initiative	*		*		*	*
	Housing schemes					*	*
	Women's income generation	*				*	*
III.	REHABILITATION AND MAINTENANACE						
	Policy advice		*	*		*	
	Strategy/programme design			*			
	Training programme			*		*	
IV.	MANAGEMENT OF THE ENVIRONMENT						
	Strategy/programme formulation	*	*	*			
	Institutional support			*		*	
	Water management		*				*
	Industrial pollution		*	*			*
V.	SCIENTIFIC RESEARCH AND TRANSFER OF TECHNOLOGY						
	Policy advice	*	*		*		
	Scientific capacities					*	*
	Dissemination of technology					*	*
	Dissemination of information			*		*	*

a/ Asterisks indicate major linkage only.